



A Study on Onboarding Program at E-Commerce Industries at Metro Cities

Mr. Sankaran.S¹, Mr. Thanga Baalaji Amuthan²

¹MBA, Department of Management Studies, SRM Valliammai Engineering College, Kattankulathur, Chennai

²Assistant Professor (Sr. Gr.), Department of Management Studies, SRM Valliammai Engineering College, Kattankulathur, Chennai

Email ID: ssankaran26102002@gmail.com¹, baalajiamuthanvt.mba@srmvalliammai.ac.in²

Abstract

Onboarding plays a vital role in ensuring a smooth transition for new employees in the e-commerce industry, where fast paced work environments and digital operations demand quick adaptation. This study examines the onboarding process in e-commerce organizations in metro cities, analyzing its effectiveness, challenges and impact on employee engagement and retention. The research focuses on key components such as pre-boarding, orientation, training, mentorship, and technology-driven onboarding process. A combination of surveys and interviews with HR professionals and newly hired employees highlights the importance of structured onboarding in enhancing job satisfaction, role clarity and organizational commitment. Despite its benefits, challenges such as high information overload, lack of personalized training, and cultural alignment difficulties were identified. The study concludes that a well- designed onboarding process is essential for employee retention and long-term business in the dynamic e-commerce sector.

Keywords: Onboarding, E-commerce Industry, Employee Retention, HR Practices, Training and Development, Organizational Commitment, Employee Engagement, New Hire Experience, Technology-Driven HR.

1. Introduction

In today's fast paced and highly competitive e-commerce environment, effective onboarding programs play a crucial role in shaping employee experience, productivity, and retention. This study aims to explore the structure, effectiveness and challenges of onboarding programs insights from HR professionals, the research seeks to identify key elements that contribute to a successful onboarding experience. The finding is expected to provide practical recommendations for enhancing onboarding strategies and improving overall organizations outcomes in the e-commerce sector [1][2].

1.1 Need of The Study

- Identifying and addressing key challenges in onboarding can improve the overall experience for new employees.
- Assessing the impact of Learning Management System that ensures that employees receive effective training and skill development.
- Understanding how onboarding influences employee's alignment with organizational values is crucial for long term workforce stability

- A well-structured onboarding process helps new employees integrate quickly into the organization's culture, policies and expectations

1.2 Objectives of The Study

- To analyze the effectiveness of the onboarding program.
- To identify the key challenges faced by employees during onboarding
- To study how HR management systems, help in the onboarding process
- To evaluate the effectiveness of learning management system in employee learning
- To analyze the relationship between onboarding quality and employees understanding of company culture and values

1.3 Research Outcome

Effectiveness of onboarding practices in fostering early employee engagement and retention assessed. Identification of key gaps in onboarding processes impacting new hire experience and productivity. Evaluation of current onboarding strategies and their influence on reducing early-stage attrition.



Recommendations proposed for enhancing onboarding modules through structured training, mentorship, and digital support [3-7]. Development of a strategic onboarding framework aligned with organizational culture and long-term employee integration goals.

2. Empirical Research

- Bauer & Erdogan (2011): Organizational socialization, or onboarding, helps new hires adjust by learning key skills and behaviors. It differs from occupational socialization focused on specific professions. Effective onboarding enhances engagement and retention. Poor practices may lead to turnover and recruitment issues.
- Singh & Single (2017): In India's lubricant sector, training and development are vital to staying competitive. Six key factors influence FLMs' training, including career development and frequency. The study emphasizes strategic training programs. Effective training boosts employee performance and long-term success.
- Kumar & Pandey (2017): The study reveals dissatisfaction among new hires with the onboarding process. Employee satisfaction dropped sharply on the first day. Structured onboarding fosters better retention. Recommendations aim to improve early-stage employee experience [8].
- Lavanya (2018): This research analyzes onboarding of BPO employees in Chennai during their first 1-3 months. Statistical analysis identifies both strengths and gaps in the process. The study provides actionable insights. Improvements can increase employee engagement and retention.
- Prasad & Suresh (2019): A study on IT-enabled services shows that structured induction boosts employee alignment and competence. Data from 120 employees highlight the impact of strong onboarding. Effective onboarding supports job readiness. The study suggests enhancements for long-term integration.
- Dr. Shashi Yadav (2020): The study evaluates onboarding practices across sectors, especially post-COVID. It contrasts online and offline induction impacts. Understanding company culture is vital during onboarding. The pandemic accelerated digital onboarding adoption.
- DaSilva (2020): E-recruitment is increasingly preferred over traditional hiring methods. Online processes improve efficiency and cut costs. Both candidates and firms favor digital hiring. Structured e-recruitment enhances talent matching.
- Srivatsa K (2021): Continuous feedback and structured induction enhance training outcomes. Time allocation for orientation is crucial. The study analyzes training impact on junior employees. Findings support the value of robust induction processes.
- Snail Bhakra Dawned (2022): The study highlights underutilized employees despite low attrition. Systems and teamwork at Webakruti are well-organized. Interns received strong managerial support. Positive experiences reflect organizational strengths.
- Shined et al. (2022): Traditional onboarding often overwhelms new hires with information. Digital tools simplify onboarding for HR and employees. Streamlined onboarding boosts comfort and productivity. It enhances employee engagement from day one.
- Borkakati (2023): Ineffective onboarding leads to a lack of belonging and high turnover. One in ten employees quite due to poor integration. A structured onboarding fosters commitment and retention. Belonging enhances productivity and loyalty.
- Mohanty & Kulkarni (2023): This study introduces eNPS and eNPI to assess onboarding effectiveness. Tested in manufacturing, the framework identifies improvement areas. Benchmarking helps standardize onboarding assessments. Findings can be adapted across industries [9-12].
- Subash (2023): At Annalect, onboarding effectively introduces roles and culture. The study uses surveys and interviews to assess gaps. More structured training and support are needed. Recommendations focus on increasing confidence and engagement.
- Isaac Newton S (2023): Royal Sundaram's



onboarding covers preboarding to assimilation. Surveys show positive feedback but suggest post-training evaluations. Improvements can enhance skill acquisition. Effective onboarding boosts job satisfaction and commitment.

- Prathab M (2023): The onboarding process improves job clarity and collaboration. Most employees feel confident and connected. Goal setting and expectations are well communicated. The process supports long-term engagement and performance.
- Rusindiyanto et al. (2024): Transformational leadership enhances creativity, with knowledge sharing playing a supportive role. The study, conducted in e-commerce, uses SPSS for analysis. Leadership significantly affects innovation. Findings aid cultural development for creativity.
- Vivek & Chandramohan (2023): E-commerce shifts impact HR practices significantly. Technology changes how companies recruit and manage talent. Challenges and opportunities arise from digital transformation. Businesses must adapt HR to evolving trends.
- Kannaa & Anantharajan (2023): BPO induction training improves communication and job satisfaction. Both pre- and post-induction stages influence performance. Structured training is essential for workforce development. Findings support investment in onboarding.
- Sharma & Singh (2024): In India, onboarding affects employee retention amid competitive job markets. Factors like training, integration, and culture play key roles. Cultural dynamics influence onboarding outcomes. Practical insights support HR strategy.
- Logesh V.N (2024): Five Star Business Finance Ltd.'s onboarding enhances job satisfaction and integration. Surveys and interviews show that clarity and support are vital. Feedback helps improve performance. Recommendations focus on long-term engagement.

3. Research Gap

The study explores onboarding challenges in a fast-growing e-commerce and examines their impact on employee retention and productivity. It evaluates whether a hybrid onboarding model enhances

employee integration and engagement more effectively than a fully virtual approach. The research also analyzes the influence of role-based onboarding at e-commerce industry on employee engagement and role clarity. Additionally, the study assesses the effectiveness of HR tech tools, chatbots, and automated processes in improving employee satisfaction and reducing overall onboarding time [13].

4. Research Design

The analysis uses a descriptive research design to look at how well they understand their roles, how engaged they feel, how effective the onboarding process is in integrating them into the company being affects employee turnover. Observational questionnaire-based cross-sectional research was carried out. The research concentrates on examining answers from employees who on boarded in the e-commerce industry

5. Data Collection

Structured questionnaires are used to gather primary data on employee experiences during the onboarding process. Secondary data is obtained from industry reports, research publications, and HR best practice guidelines relevant to e-commerce and onboarding strategies. The survey captures employee perspectives on onboarding effectiveness, integration, role clarity, and satisfaction [14- 20]. online methods is used to distribute the questionnaires, which include Likert scale-based items to measure perceptions accurately. Confidentiality is strictly maintained to ensure authentic and unbiased responses. The collected data is then subjected to statistical analysis to draw meaningful insights and identify areas for improvement.

6. Sampling Design

The study follows a probability sampling method i.e., simple random sampling is adopted in this study. Totally 49 respondents participated in the study [21]. The sample size ensures statistical validity in hypothesis testing. Covers employees from various job roles and experience levels.

7. Hypothesis of The Study

- H⁰: There is no identical difference between Gender and onboard experience at the



organization

- H_1 : There is identical difference between Gender and onboard experience at the organization
- H^0 : There is no statistically significance difference between locations and how effective was the HR management system in streamlining your onboarding process.
- H^1 : There is statistically significance difference between locations and how effective was the HR management system in streamlining your onboarding process [22].

8. Data Analysis & Inference

Out of 49 respondents it is found that 30 are from Male and 19 from female employees participated in the study. The respondents diversified location 16, 18, 14, 1, 37 from Chennai, Bengaluru, Hyderabad, and Noida respectively. Table 3 shows Hypothesis Test Summary.

8.1 Testing of Hypotgesis

8.1.1 From the Mann-Whitney U-Test

As the Hypothesis framed that there is no identical difference between Gender and onboard experience at the organization Table 2 shows Significance value.

Table 1 Mean Rank of Gender

Independent-Samples Mann-Whitney...

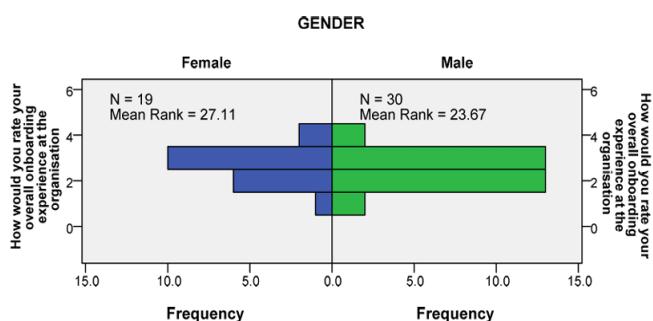


Table 2 Significance value

Total N	49
Mann-Whitney U	325.000
Wilcoxon W	515.000
Test Statistic	325.000
Standard Error	44.608
Standardized Test Statistic	.897
Asymptotic Sig. (2-sided test)	.370

Table 3 Hypothesis Test Summary

Hypothesis Test Summary			
Null Hypothesis	Test	Sig.	Decision
The distribution of How would you rate your overall onboarding experience at the organisation is the same across categories of GENDER.	Independent-Samples Mann-Whitney U Test	.370	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

From the Mann-Whitney U Test, Interpretation the null hypothesis is Accepted, since the sig value is >0.05 (i.e., 0.370), hence There is no identical difference between Gender and onboard experience at the organization. Table 1 shows Mean Rank of Gender.

8.1.2 Kruskal Wallis F-Test

Table 4 The Mean Rank

Ranks			
	Location	N	Mean Rank
How effective was the HR management system in streamlining your onboarding process?	Chennai	16	26.75
	Bengaluru	18	26.14
	Hyderabad	14	21.00
	Noida	1	32.50
	Total	49	

Table 5 Test Statistics

Chi-Square	2.261
Df	3
Asymp. Sig.	.520
a. Kruskal Wallis Test	
b. Grouping Variable: Location	

Table 6 Hypothesis Test Summary

Hypothesis Test Summary

Hypothesis Test Summary			
Null Hypothesis	Test	Sig.	Decision
The distribution of How effective was the HR management system in streamlining your onboarding process? is the same across categories of LOCATION.	Independent-Samples Kruskal-Wallis Test	.520	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

From the Table 6, the chi-square value is found $\chi^2=2.261$ From the Kruskal Wallis – F Test it is inferred that the null hypothesis is accepted since the sig value is >0.05 (i.e., 0.520), hence There is no



statistically significant difference between location and how effective was the HR management system in streamlining your onboarding process. Table 5 shows Test Statistics.

9. Findings and Suggestions

Since a significant number of respondents emphasized that a structured onboarding program reduces early-stage confusion and boosts initial engagement, enhancing the onboarding curriculum with clear role orientation and job expectations can significantly improve productivity and employee satisfaction. As employees reported challenges related to information overload during onboarding, developing a phased onboarding model with spaced learning modules, regular check-ins, and mentorship support will allow for better absorption and integration [23-25]. Because a majority of participants indicated that HR tech tools like LMS and onboarding portals helped streamline processes, continuing investment in digital platforms, including interactive modules and automated workflows, is vital to ensure scalability and accessibility in onboarding. Because onboarding was found to influence perceptions of organizational culture and values, embedding culture training, leadership interaction, and storytelling into early onboarding stages can reinforce long-term commitment and organizational loyalty. Since employees consider onboarding as the foundation of their employee journey, strengthening onboarding as a strategic HR function rather than an administrative task will contribute to sustained employee engagement, better retention, and talent brand reputation. Table 4 shows The Mean Rank.

Conclusion

The research concludes that a well-structured onboarding program is vital in the fast-paced e-commerce industry for enhancing employee satisfaction, engagement, and retention. While statistical evidence suggests no significant difference in onboarding experience based on gender or location, qualitative insights indicate room for improvement in personalization, training delivery, and cultural orientation. E-commerce companies should focus on refining their onboarding processes by incorporating digital tools, role-based content, and

mentorship, ensuring a smoother and more engaging transition for new hires into the organizational environment.

References

- [1]. Bauer, T. N., & Erdogan, B. (2011). Organizational socialization: The effective onboarding of new employees. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology*, Vol. 3: Maintaining, expanding, and contracting the organization (pp. 51–64). Association.
- [2]. Singh, H., & Singla, L. (2017). Training and development programs across lubricant industry in India: A study of B2B front line managers. *International Journal of Advanced Scientific Research and Management*, 2(4), 43–52. https://ijasrm.com/wp-content/uploads/2017/04/IJASRM_V2S4_222_43_52.pdf
- [3]. Kumar, N., & Pandey, S. (2017). New employee onboarding process in an organization. *International Journal of Engineering Development and Research*, 5(1), 198–206.
- [4]. Lavanya, L. (2018, November). A study on effectiveness of employee onboarding process. *International Journal of All Research Education and Scientific Methods*, 6(11), 1–6.
- [5]. Prasad, B. V., & Suresh, R. (2019). Employee perception towards effectiveness of induction programme. *International Journal of Recent Technology and Engineering*, 8(2S11), 2880–2882.
- [6]. Yadav, S., Meena, N., Dalal, R., & Saindane, C. (2020). Increasing employee engagement in new recruits in COVID times: An analysis of the onboarding process. ABVSME Working Paper Series, (001/2020). <https://www.jnu.ac.in/sites/default/files/abvsm/e/WP-01.pdf>
- [7]. D'Silva, C. (2020). A study on increase in e-recruitment and selection process. *International Journal of Research in Engineering, Science and Management*, 3(8), 205–213. <https://journal.ijresm.com/index.php/ijresm/article/view/162>



- [8]. Srivathsan, K. (2021). A study on the impact of induction training program towards empowering employees
- [9]. Dawande, S. B. (2022, November). A study of recruitment process and onboarding activity at Webakruti Company. Department of Management Sciences and Research, G.S. College of Commerce & Economics, Nagpur.
- [10]. Borkakati, K. (2023). A study to develop and improve upon an organisation's onboarding process. Spectrum Talent Management.
- [11]. Shinde, K., Hiremath, V., Shelake, N., & Halle, P. (2022). New employee onboarding system. International Journal of Advanced Research in Science, Communication and Technology (IJARSCT), 2(1), 1–6. <https://doi.org/10.48175/568769>
- [12]. Mohanty, V., & Kulkarni, M. B. (2023). Net positive employee experience of employee onboarding process: A case from a manufacturing industry, Pune (India). Employee Experience Journal, 5(1), 45–53
- [13]. Subash, S. (2023). A study on onboarding process of new employees in Annalect. International Journal of Novel Research and Development (IJNRD), 8(4), 1–6. <https://www.ijnrdrd.org/papers/IJNRD2304585.pdf>
- [14]. Isaac Newton, S. (2023). A study on employee experience towards onboarding process in Royal Sundaram General Insurance Co. Ltd. Sathyabama Institute of Science and Technology.
- [15]. Prathab, M. (2023). A study on effectiveness of onboarding process in Hexaware Technologies Ltd. International Journal of Research Publication and Reviews, 4(5), 3293–3297
- [16]. Subhiksha, R., Nithya, K., & Sowmiya, G. R. (2023). Decoding organisational socialisation: A study on revamping employee onboarding process. International Research Journal of Education and Technology, 5(5).
- [17]. Santhanam, G., & Balaji, K. D. (2023). Remote onboarding effectiveness in Indian IT industry during the pandemic. International Journal of Professional Business Review, 8(5), e01457.
- [18]. Orosa, H. G. P. (2023). Level of attitude towards onboarding on employees' organizational commitment: Basis for effective hybrid onboarding program. Social Values and Society, 5(2), 46–53. <http://doi.org/10.26480/svs.02.2023.46.53>
- [19]. Viveka, M. N., & Spurjun, R. (2023). A study on employee satisfaction about the onboarding process with reference to a manufacturing firm in Coimbatore. 11th International Conference on HR for Organizational Sustainability, Mysuru, India.
- [20]. Sharma, R., & Singh, J. (2024). Impact of onboarding on employee retention in case of India. International Journal of Scientific Research in Engineering and Management, 8(5). <https://doi.org/10.55041/IJSREM33732>
- [21]. Rusindiyanto, R., Judijanto, L., Siahaan, F. S., Naim, S., & Diawati, P. (2024). Improving the performance of workers in the e-commerce industry through leadership role, creativity, and learning culture. Revista de Gestão Social e Ambiental, 18(5), e05641. <https://doi.org/10.24857/rsga.v18n5-095>
- [22]. Vivek, E., & Chandramohan, S. (2023). Recent trends in e-commerce and their impact in human resource management: An overview approach. In DiGi-Marketing ⇌DiGi Payments: Recent Transformation in Indian Business (pp. 43–47). Department of Commerce with Computer Applications, Nandha Arts and Science College.
- [23]. Kannaa, D. K. V., & Anantharajan, R. S. (2023). A study on influence of employee satisfaction towards induction training program in BPO sector. International Journal of Management Research, 12(4), 56–72. <https://doi.org/10.4000/ijmr.v12i4.12345>
- [24]. Logesh, V. N., & Priyadarshini, R. (2024). A study on effective onboarding in enhancing new employees' integration, job satisfaction, and performance at Five Star Business Finance Ltd. International Journal of Novel Research and Development (IJNRD), 9(5). <https://www.ijnrdrd.org/>